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12 April 1973

Memorandum For: Chief, Staff Personnel Division
Subject : Briefing Data for New DD/Pers/R&P
and for the New Deputy Director
for Management and Services

Attached is the Clerical Staffing Branch briefing
data requested by your memorandum of 29 March 1973. It
is assembled in accordance with your outline.



Acting Chief, Clerical Staffing Branch

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WARNING NOTICE
SENSITIVE INTELLIGENCE SOURCES
AND METHODS INVOLVED



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FUNCTIONAL CHANGES

I. INTERNAL REASSIGNMENTS

a. CSB's internal reassignment activity increased from 85 requests in FY 1971 to 123 in FY 1972. Of this number, twenty known reassignments were effected; there were undoubtedly more, but feedback was incomplete. Thus far in FY 1973 66 requests for reassignment have been processed and 20 reassignments have been effected.

b. During FY 1972 three clerical Vacancy Notices (OS, OL, IG) were issued and CSB was the focal point for responses (23) and referrals (22). Commencing 11 January 1973, Clerical Staffing Branch was given the responsibility of processing all Agency-wide Clerical Vacancy Notices. Since inception of this program, CSB has received and processed 6 notices and 5 vacancies were filled.

II. FOLLOW-UP INTERVIEWS/PRE-EXIT INTERVIEWS

a. In February 1972, CSB assumed responsibility for conducting follow-up interviews with clerical employees six to nine months after EOD. In May 1972, the interview timing was changed to the tenth or eleventh month following employment in order that the interviewer and the interviewees would have the benefit of initial Fitness Report review. From February 1972 until the end of FY 1972 107 interviews were conducted. For the current Fiscal Year a total of 120 interviews have been conducted.

b. During the period 2 November 1970 through 30 June 1971 CSB was involved in conducting pre-exit interviews for clerical

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resignees, and 212 employees were interviewed during this period. For FY 1972 a total of 325 such sessions were held. During FY 1973, CSB has conducted a total of 226 interviews. Individual reports were prepared on each resignee and forwarded by SPD to components on a quarterly basis. For those resigning during FY 1972, the vast majority of clerical employees indicated personal reasons (marriage, accompany husband, family responsibilities, etc.); none were or probably could have been "salvaged" at the zero hour of pre-exit. For FY 1973, the sampling of interviews indicated that personnel were resigning because of better opportunities for advancement and higher pay. Generally, adverse criticisms, if any, usually encompassed under utilization, failure to use stenography, and real or speculated lack of opportunity for reassignment and/or advancement.

c. The responsibility for the Senior Secretarial Roster continued in the hands of the same officer, and shifted with her when she was reassigned from PPB to CSB on 9 May 1972.

d. CSB again managed the Summer-Only Program. Basic criteria for summer employment (parental cover, grades, tenure, etc.) were identical for FY 1971 and 1972. For FY 1973, 325 applications were received and 201 assignments were made. There were two significant changes to the summer program for FY 1973--First, deadline date was established as 31 January 1973 in lieu of 15 January 1973. Secondly, Security required that CSB send out to all applicants "Authorization to Release Information" affidavit. These changes caused delay in the administrative processing. Even with the delay,

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it is anticipated that notification will be sent to each applicant by the second week in April. In past years, notification was sent out during the first 2 weeks of March.

e. The following is a breakdown of the Upward Mobility Program since inception:

- (1) EXG - 1
17 EOD'd on 30 June 1969; 9 on duty
- (2) EXG - 2
11 EOD'd on 14 September 1970; 4 on duty
- (3) EXG - 3
8 EOD'd on 19 September 1971; 6 on duty
- (4) EXG - 4
10 EOD'd on 23 June 1972; 9 on duty

CSB entered on duty two Upward Mobility groups in FY 1972 which processing and training mechanisms were quite different. Of the EXG - 3 group eight were appointed as GS-02 and entered on duty as Provisionals. They attended a fourteen week training course conducted by the Clerical Training Branch. Six finished the training as two were disqualified by Panel action. Of the EXG - 4 group, all EOD'd with full clearances ^{with} for the exception of 1 who had a laboratory test to complete. After one day of indoctrination in CSB, the group reported to the Civil Service Commission for seven weeks of formal training in typing, communications and office practices.

f. C/CSB and her immediate staff moved from the seventh floor of the Ames Center Building to the third floor of the Ames Center Building, thus placing her in the immediate vicinity of the

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Temporary Assignment Staff. The move was completed during September 1971. In addition, CSB made substantial decor improvements with installation of new supply and coat cabinets which replace a number of safes, file cabinets and elimination of clutter in the classrooms. Also, a new doorway was installed between Rooms 316 and 317 allowing TAS Room Monitor better control of students. Replacement of manual and malfunctioning electric typewriters with newer machines was accomplished. Establishment of a lounge area in part of the under-utilized EOD room was approved and the necessary furniture is currently in order.

g. CSB has long assisted prospective clerical appointees in locating temporary housing. For several years McLean Gardens Apartments was the only temporary housing utilized. Because of unacceptability of this ^{housing} ~~apartment~~, use of McLean Gardens was discontinued during August 1972. [REDACTED]

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[REDACTED] CSB has also been the focal point for all housing inquiries.

h. Temporary Assignment Staff has long been an activity which components throughout the Agency could call upon to assist in doing various project work (typing, indexing cards, transcribing tapes, etc.) most of which was unclassified. Because of the continuing need to have work available for their employees, an Agency wide notice was published on 11 February 1972 [REDACTED] soliciting work for TAS. Since publication of this notice, the response was somewhat negligible. However, a new notice was published on

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31 January 1973 and the response was considerably greater and the trend now indicated that Agency components are utilizing the services of TAS more frequently. Attached are listings indicating the variety of projects TAS has undertaken. Prior to September 1972 a record of man-hours was not maintained; however, TAS now keeps an approximate man-hour report. Since September 1972 to date, TAS has spent 3093 man-hours in project work. Using an average grade of GS-04 (hourly rate \$3.31), the savings realized to the Agency monetarily would be \$10,237.83 for a seven month period.

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PROCEDURAL CHANGES

I. APPLICANT SELECTION AND PROCESSING

a. In December 1970, a decision was made to discontinue to enter on duty clerical employees in a provisionally cleared status except on an unusual and exceptional basis. In February 1972, the use of provisional EOD clearances was reinstated because of the need to increase the number on board in TAS against projected Agency requirements. Prior to FY 1971, it was not unusual for a clerical employee to be in TAS for as much as 12 to 15 weeks. For the first half of FY 1973, average time spent in TAS to include provisionally cleared personnel was reduced to 4.7 weeks. The strengthening of qualification standards and closer screening of applicants were the major factors contributing to this reduction of time in TAS.

b. Applicants skills test standards were changed in February 1972: the typing test standard was modified by adding five to each of the error factors on the guide sheet; the shorthand requirement was modified by increasing the error factor from five to ten. In June 1972, the shortage of GS-03 messengers led to lowering SET standards with the expectation that more messenger applicants could be recruited and would qualify for employment.

c. Former staff employees who resigned to accompany their husband overseas and returned to the U.S. who sought re-employment were required to take skills training and attend Orientation training. Now former staff employees enter on duty (on a pre-slot basis) and provided the individual had no more than a thirty month break in

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service, waiver of all training is authorized and the individual was immediately assigned following EOD.

II. EOD PROCESSING

a. The EOD processing and Orientation of clerical employees was reduced from three days to two days and ultimately to one day during FY 1972. The CSB Staff assumed the responsibility for briefings on FEGLI, Credit Union, EAA, blood bank, etc. The more efficient and condensed EOD processing resulted in earlier Medical and Security appointments and an additional three days of skills training for those who did not qualify on EOD. This permitted earlier placement for a substantial number of clerical personnel who EOD'd with full clearances.

b. In previous years military returnees were processed in the same manner as a new EOD with full field investigation. Medical and polygraph appointments were scheduled and the military returnee was held in TAS until such time as full clearance was granted. He was then required to attend Orientation training. Effective January 1973 the military returnee EOD's one day and is assigned the following day. CSB initiates the personnel action slotting the individual against the gaining component's rolls; CSB schedules the medical and polygraph appointments and submits to the Badge Office authorization for issuance of Staff Badge. The gaining component will be advised of action taken by CSB and asked to insure the returnee keeps all scheduled appointments. This new action now reduces time in TAS to one day.

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c. Commencing 8 January 1973 a significant procedural change was implemented involving the processing of new EOD's. The new employee who was full cleared, met Agency standards in skills ^{was} ~~were~~ immediately placed in Orientation training the day following EOD. This new procedure accelerated the individual's processing time for assignment and reduced time spent in TAS by one full week.

d. On 26 March 1973 those personnel in Orientation training with titles of Clerk, Courier/Messenger and Card Punch Operators would be available for assignment after two days and the Clerical Training Staff is now able to place more emphasis on the training needs of typists and stenographers.

e. On 7 February 1973 representatives from the Office of Security visited with C/CSB to discuss the feasibility of including in the EOD processing, Security's "fireside chat". The type program offered by Security is an informal round-table discussion for new EOD's to ask questions and to present problems for the entire group to discuss. Such questions as: who to contact in emergency, living conditions, cover, etc., are just a few. C/CSB approved and authorized use of the classroom and insured the availability of the new employees setting aside a period of time from one to two hours each Wednesday afternoon of EOD week starting at 1:30. Messrs. [REDACTED] Office of Security, are the officers responsible for conducting the informal seminar. The first session was held on 6 March 1973 with two subsequent sessions held on 20 March and 3 April. According to Messrs. [REDACTED] this new function has proven beneficial to Security and the new employee.

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